The Importance of CSR Initiatives in Building Customer Support and Loyalty:

Evidence from Saudi Arabia

Abstract

Purpose (mandatory) This study aims to examine how the perception of CSR influences different aspects of consumer behaviour, specifically focusing on the antecedents of perceived value, customer support and loyalty.

Design/methodology/approach (mandatory) A total of 418 completed responses were obtained and provided the data to analyse and test the hypothesised research model. To test the hypotheses, structural equation modelling using PLS was employed.

Findings (mandatory) Findings reveal that customer awareness of the current CSR initiatives to different stakeholder groups significantly influences their perceptions of what social initiatives are actually undertaken by firms for their economic, legal, ethical, and philanthropic responsibility. In addition, customer views of what firms actually do in respect to social initiatives are significantly related to their level of CSR expectations. This indicates that the customers will always expect more from banks compared to what they actually do. Surprisingly, CSR perception is not directly related to customers' loyalty, which contradicts the majority of previous studies indicating that CSR perception influences consumer behaviour.

Originality/value (mandatory) This study provides an original contribution to the CSR body of knowledge, especially for developing countries where the awareness level is low. It also provides a deep understanding of the influence of CSR into

consumer behaviour, as it investigates the influence of the full construct of CSR into

customer loyalty. Finally, the study investigated the relationship between the

perception and the expectation of CSR; this relationship has been neglected in

previous studies, where either CSR perceptions or CSR expectations have been

examined separately.

1. Introduction

Corporate Social Responsibility (CSR) is strategic domain for businesses in which the trust between business and society can be built (Rasche *et al*., 2013; Woo and Jin, 2016). It is defined as "a concept whereby companies integrate and balance their business operations using dimensions of economic, social and environmental in a way that to benefit people, community and society" (Mosaid and Boutti, 2012:93). The importance of CSR stems from the impact that CSR has on different stakeholder groups. Previous studies suggest that CSR has direct impact on the corporation, customers, and social causes (Bhattacharya *et al*., 2004; Srinaruewan *et al.,* 2015). For example, CSR is assumed to build corporate reputation and positively influence customers' loyalty and satisfaction (e.g., Japutra *et al*., 2016). It can also contribute to customers' well-being and positively modify customers' social behaviours. CSR helps to increase the awareness of social causes and ease the impact of the social problems (Kurucz *et al*., 2008; Siltaoja, 2006). Such social performance of a firm can affect its economic performance (Minor and Morgan, 2011). Thus, it is critical for managers to decide carefully how they should interact within a society.

A considerable amount of attention has been given to the study of CSR (Banai and Sama, 2000; Rasche *et al*., 2013), but a number of theoretical gaps have been identified. First, previous studies of CSR either explored the perception of CSR or examined the limited aspects of CSR on consumer behaviour (e.g. behavioural responses/intention/action); thus, a theoretical gap exists in examining the full construct of CSR on consumer behaviour. Second, the perceived value of CSR has been implicitly assumed and, therefore, neglected in previous studies. Third, only a limited number of studies have measured consumers' CSR awareness levels before investigating consumers' perceptions of CSR. Fourth, the majority of CSR studies

examined the concept within the manufacturing industry, while studies in service industries are scant. Finally, since most CSR studies examined the concept within developed countries (Nguyen, Melewar, and Schultz, 2016), the impact CSR has in developing nations however is unclear (with exception studies by Syed Alwi *et al.* 2017, which found that CSR is an important element to ensure ethical brand identity in Malaysia and Chi-Shiun *et al.,* 2010 who determined that CSR has an important impact on brand equity among industrial buyers in Taiwan). Because CSR could have different meanings across different geographic regions, societies (Ralston *et al.,* 1997) and stakeholders (Maignan *et al.,* 2005), our research context namely the banking industry in Saudi Arabia could further shed light into the importance of addressing CSR and when to address it in relation to a company's overall marketing strategy.

Another issue with previous studies is that the majority assumed that customers are aware of what CSR is, what the current social initiatives conducted by firms are, and the current social problems. Customers with a high level of awareness may be either supportive or sceptical. Although some studies investigated the awareness level (Daughtery 2001; Mohr 2001), the question of how customers would react depending on their awareness level, is still valid. In Saudi, consumers may understand or perceive CSR differently than their Western counterparts. Evidently, Saudi government has made it compulsory for all operating banks to adopt Islamic finance over conventional approach of banking (Warde, 2010). Nazim *et al.* (2013) explain that Islamic finance is the fastest growing financing method and the leading countries that use this approach include Bahrain, Saudi Arabia, Malaysia and Turkey. In particular, Islamic finance's basic principles are: prohibition of interest; risk sharing; individual rights and duties; property rights; money as potential capital; prohibition of speculative behaviour; sanctity of contracts; shariah approved

activities; and transparency of where ethical/social responsibility funds are emerging and upcoming (Muhamad *et al*., 2012). Hence, the operating bank that adopts this approach may be able to deal with matters related to ethics and low morality in business (such as financial crises leads to employment and low poverty), which has affected not only financial, but also social and environmental (Mosaid and Boutti, 2012). Hence, banks that adopt Islamic finance as their way of financing option need to conduct their activities according to Islamic principles; among others, they need to consider the socioeconomic objectives of Islam (e.g. unemployment, poverty, pollution), and this have to incorporate both profit and social responsibility into their objectives defined within the CSR perspective (Mosaid and Boutti, 2012). Additionally, Islamic banks have to reflect and practice ethical identity (Haniffa and Hudaib, 2007) and thus expected to portray a high level of corporate social responsibility which would be evident in their social reporting practices as evidenced in their annual reports (Zubairu *et al.,* 2011).

However, the level of such awareness among consumers is still uncommon (Muhamad *et al.,* 2012). For example, because of the prohibition of interest, banks is probably seen to be helping small businesses to grow their business since less burden over long-term debt with high interest (over payment) and thus, perform economic responsibility. However, because this objective is targeted at businesses, individual consumers may not aware of it. Additionally, Muhamad and Syed Alwi (2015) explain that depending on the targeted segment, consumers may associate Islamic banking products and services with the qualities or image of being religious (i.e. shariah compliant) "ethical" and value for money. Thus, by ethical factors (e.g. interest-free financing), bank is not charging excessively over cost of financing or abusive commissions or ultra-profitable credit charges that go beyond reasonable

standards and hence, bank is perceive as committed/fulfilling to its corporate social responsibility to its customers (Muhamad and Syed Alwi, 2015). Hence, this study explores such level of awareness in the context of Saudi.

To fill the above gaps, this study aims to examine how the perception of CSR influences different aspects of consumer behaviour. Previous studies reveal contradictory findings on how CSR would influence consumer behaviour. A reason for this might be related to the nature of CSR as a context-related issue, whereby differences among different industries and cultures influence the relationships between CSR and other consumer behaviour concepts. Most of the previous research in CSR was also conducted in developed countries and examined the phenomenon in manufacturing industries, presenting some issues of inconsistency (Nguyen and Rowley, 2015). Specifically, this study focuses on a critical aspect of consumer behaviour, namely, perceived value. Examining the *perceived value* of CSR that customers have while dealing with socially responsible organizations assists in evaluating the ultimate benefits organizations acquire by positioning themselves as social responsible organizations. Further, researchers have proposed that customers perceive different types of value while dealing with socially responsible organizations, such as economic value and emotional value. The lack of studies about the perceived value of CSR suggests a need to investigate this construct and find out how it would influence other aspects of consumer behaviour, including customer support and loyalty.

2. Theoretical background and hypotheses development

Customers' awareness of corporate activities is the spark for customers' reactions towards these corporations (Dolnicar *et al.*, 2007; Sen *et al.*, 2001; Mohr *et al.*, 2001).

The more information customers have about a firm, the more customers would be enabled to evaluate, associate, and differentiate the firm against its competitors.

In the CSR context, customers' knowledge about moral and immoral activities of a firm would help them to form a better perception about its economic, legal, ethical and philanthropic responsibility. According to Brown and Dacin (1997), CSR is expected to boost the service evaluation of a firm. Since service evaluation is positively linked with customer satisfaction, and enhancing customers' knowledge is positively related to their satisfaction, then customers' awareness of CSR activities is expected to influence their satisfaction (Anderson *et al*., 2004; Jayachandran *et al*., 2005). The more customers become aware of the corporate responsibilities, the higher the chances there will be "customer responsibility" or a "customer's society" (Pomering *et al*., 2009; Hansen and Schrader, 1997; Keat *et al*., 1994). Customers have indicated their initial interests in supporting responsible businesses by altering the purchasing decision to become socially oriented (Dawkins, 2003). Therefore, customers' awareness of the current CSR initiatives of a given firm is expected to influence their CSR perception of that firm and increase their support and satisfaction.

H_1: Customers' CSR awareness positively influences customers' CSR perception.

H_2: Customers' CSR awareness positively influences customers' support of responsible businesses.

Schiffman and Kanuk (2000) have highlighted the importance of consumers' perceptions in the decision-making process and in their behaviour as they influence the way individuals view reality. This relationship has been established and confirmed empirically (Brown *et al*., 1997; Bhattacharya *et al*., 1995; Sen *et al*., 2001; Dutton *et*

al., 1994; de los Salmones *et al*., 2005; Sureshchandar *et al*., 2001). However, these studies have one of two limitations; either they are focused on one aspect of CSR or they have discussed CSR broadly instead of investigating perceptions of CSR (Maignan, 2001). Therefore, previous research generated conclusions without taking into consideration different dimensions of CSR's perception that could affect consumer behaviour (Maignan, 2001). According to de los Salmones *et al*. (2005), consumers' perception of CSR is their point of view of "what the firms actually do with regards [to] social responsibility" (p. 374). Thus, consumers' perception is their view of what they have witnessed, i.e., it is something that has already happened.

However, these views are widely used to predict the future. According to Zeithaml *et al*. (2006), how a bank customer is treated in a particular situation will form his own perception of the experienced service and all products and services provided by the bank for future expectation. Consumers' perception is initially their point of view of what has happened in the past (Terblanche, 2006). Thus, consumers' perception is their interpretation of their past experience, i.e., perception is a function of past experience. Past experience is one of the factors that affect customers' expectation according to the Gap Model (Zeithaml, Parasuraman and Berry, 1990) and Disconfirmation of Expectations Model (Oliver, 1980). Great deals of experience develop well-formed expectations for consumers (Ofir and Simonson, 2007). Customers tend to compare their own view of the performed services (perception) with their view of how the company should perform (expectation) (Wilson *et al*., 2012). Zeithaml *et al*. (2006) stated that "perceptions are always relative to expectations" (p. 106). Accordingly, consumers' perception of CSR is expected to influence their expectations.

In respect to customers' loyalty, Maignan *et al*. (1999) theoretically suggested that there is a relationship between consumers' perception and loyalty. This proposition has been confirmed empirically by Lichtenstein *et al.* (2004), who indicated the impact of CSR perception on loyalty directly and indirectly via customers' identification. However, de los Salmones *et al.* (2005) observed that this relationship is fully mediated by perceived quality. These researchers measured CSR perception as a unidimensional construct. However, when Sweeney (2006) studied the impact of CSR initiatives and consumer loyalty with respect for a multidimensional framework of CSR (i.e., philanthropic, environmental, consumers, and employees), this relationship was not supported. Sweeney (2006) recommended more investigation of these two variables.

Work on perceived value of CSR is very limited (only Chen *et al.,* 2012; de los Salmones *et al.,* 2005; Ferreira *et al.,* 2010), and none of these authors have fully investigated this relationship. Chen *et al*. (2012) found a direct relationship between perceived value of green practices and purchase intention and an indirect relationship between them via consumers' trust. This study was limited to the green practices rather than CSR, and it discussed the perceived value of green practices broadly, without taking into consideration perceived-value dimensions. De los Salmones *et al.* (2005) indicated an indirect positive relationship between the perception of CSR and customer loyalty via the overall valuation of quality, measured with reference to aspects of perceived quality (i.e., functional and technical) and perceived price. Ferreira *et al.* (2010) broadly discussed CSR perception (unidimensional) and related it to unidimensional perceived value by conducting a four-scenario experimental study. This study will deeply investigate the relationship between CSR and perceived value as multidimensional constructs. Moreover, it will provide a methodological

contribution to confirm or challenge Ferreira *et al.*'s (2010) findings. Consumers'

perceived value is reported to play a major role in consumer behaviour (Patterson and

Spreng, 1997). Since both consumers' perception and their perceived value influence

behaviours, this study suggests that there is a positive relationship between these two

factors. Hence, the following hypotheses are proposed:

> H_3: Customers' CSR perception positively influences customers' CSR
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> expectations.

> H_4: Customers' CSR perception positively influences customers' perceived
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> value.

> H_5: Customers' CSR perception positively influences customers' loyalty.

According to Podnar *et al.* (2007), customers' expectations play a major role

in linking CSR activities to consumer behaviour. These expectations can be defined as

"the needs, wants, and preconceived ideas of a customer about a product or service"

(Camillo *et al.,* 2011, p. 3). Customers' CSR expectations are their viewpoint of what

businesses should do in respect to their social activities (de los Salmones *et al.*, 2005).

It has been viewed as customers' benchmark level of services that customers wish to

receive (Terblanche, 2006). Fulfilling customers' expectations is assumed to

positively influence their satisfaction and perceived value. Moreover, customers'

expectations are the key to their responses towards corporate behaviours (Podnar *et

al.*, 2007). These expectations have been regarded as one of the key antecedents for

supporting ethical behaviours (Creyer and Ross, 1997). Carroll (1979, 1991) defined

CSR based on societal expectations, which have an influence on the way customers

behave towards responsible businesses, i.e., punishment and support (Creyer and

Ross, 1997). Customers' responses towards CSR may have different forms: trust,

satisfaction, purchase intension, and loyalty (De Pelsmacker *et al.,* 2005; Poolthong *et al.,* 2009; Martinez and del Bosque, 2013). Since customers' loyalty is the ultimate goal for business managers, it is essential investigate the influence of customers' social expectations of loyalty (Podnar *et al.,* 2007; Yang *et al.,* 2004).

H6: Customers' CSR expectation positively influences perceived value.

H7: Customers' CSR expectation positively influences customers' support to responsible businesses.

H8: Customers' CSR expectation positively influences customers' loyalty.

Perceived value is "the fundamental basis for all marketing activity" (Holbrook, 1994, p. 22). Customers' value is regarded as a "superordinate goal" to achieve positive responses from customers (Yang *et al*., 2004, p. 803). Since perceived value is defined herein as the net value of benefits and sacrifices, and customers' satisfaction is defined as customers' overall evaluation of service provided, these two constructs are theoretically related (Wang *et al.,* 2004). The influence of perceived value on consumer behaviour (i.e., satisfaction, loyalty and purchase intention) have been established theoretical and empirically (Holbrook, 1994). However, the perceived value of CSR has not yet been fully investigated. Green *et al*. (2011) have found that CSR activities may create social and emotional values for customers. Green *et al.* (2001) call for investigating whether CSR creates functional and economical value for consumers. Peloza *et al.* (2011) stated that CSR activities improve the relationships between organizations and their stakeholders. Although customers may choose socially responsible products based on others-oriented values (values of helping others), purchasing socially responsible products is expected to create self-oriented values for customers that will lead to positive

responses toward corporate behaviours (Peloza *et al*., 2011). Thus, it is important to measure customers' perceived value of CSR and how it will influence different aspects of their behaviours. In light of the preceding discussion, it is proposed that:

H_9: Perceived value of CSR has positive influence of customers' support of responsible businesses.

H_{10}: Perceived value of CSR has positive influence on customers' loyalty.

Customer support toward responsible businesses is addressed as customer readiness to react positively toward socially responsible activities (Maignan, 2001). Both customers' satisfaction and perceived value are the antecedents of both their support of responsible businesses and loyalty (Wang *et al.,* 2004; Maignan, 2001; Gilbert *et al.,* 2006; and Peloza *et al.,* 2011). Customers support responsible businesses as a result of congruent values they share with the supported actions (Mohr *et al.,* 2005). This support can be seen in their purchasing of products and services and giving positive word-of-mouth to friends and relatives (Bhattacharya *et al.,* 2004). In this sense, customers' loyalty is their continuous support of repeated behaviours (Mandhachitara *et al.,* 2011). Thus, customers' readiness to support responsible businesses is expected to influence their loyalty, as support and loyalty are theoretically related to each other and share similar antecedents.

H_{11}: Customers' support to responsible businesses is positively related to customers' loyalty.

Figure 1 shows the study's research model.

[INSERT FIGURE 1 HERE]

3. Research method

3.1 Saudi as data collection context

As mentioned earlier, other than the fact that it is a developing nation, banks in Islamic countries such as in Saudi use Islamic finance options and Islamic financial basic principles that addresses the ethical and corporate social responsibility philosophies (Muhamad *et al.,* 2012). In particular, social responsibility criteria that maybe related to this sector (banks) are as follows: - "fair and justice" for all consumers of the bank, "socially responsible behaviour", "accountability and transparency", and at the same time, consumers also like to enjoy economic benefits such as low pricing and good service quality (Muhammad *et al.,* 2012: 915). In fact, social responsibility factor is indeed one of the most important reason why consumer 'invest/buy' a service from the bank that pursue Islamic finance; that is, to seek benefit from the product attributes (here it is defined as 'green investment' no gambling', fulfil their religious belief) in accordance with sharia compliant procedure within Islamic Finance (Muhamad *et al.,* 2012). Therefore, the context under study is considered timely (as line with limited research on developing nations for example: Chi-Shiun *et al.,* 2010 and Syed Alwi *et al.,* 2017).

3.2 Sample and procedure

The dramatic increase in Internet usage has promoted the adoption of technologies and data-collecting methods. An online questionnaire was employed during the data-collection process. It was selected due to several reasons: (1) it allowed to collect data from different areas of Saudi Arabia and not only limited to one geographical location and (2) it facilitated the researchers' role in collecting data from female participants. There are difficulties of the interaction between males and females in Saudi Arabia.

The questionnaire was created in English and translated into Arabic. The researcher cares to avoid any ambiguity that might arise due to misunderstanding of the English version of the questionnaire by using a back translation method. Ozolins (2009) argued that back translation assists the research to control the quality of data generated compared to a single-translation process which is expected to incorporate the researcher's voice and mix it with the respondents' voice. A copy of the English questionnaire was sent to a Saudi Ph.D. Marketing student to be translated into Arabic. Then, the researcher improved the format and layout of the file received back after the translation. The Arabic version of the questionnaire was then sent to another Saudi Ph.D. Marketing student to be translated back into English. Afterwards, the researcher compared the English-translated version with the original English version of the questionnaire to ensure consistency of translation.

Following the back translation process, a pilot study of 32 participants was conducted. The pilot research questionnaires (i.e. Arabic version) were distributed to a Saudi Arabian community in the UK. The researcher conducted a self-administrative technique for the pilot study for mainly three reasons: to receive maximum and complete responses from the participants, to listen to respondents and receive maximum feedback, to improve the questionnaire, and to avoid ambiguity that could affect understanding of certain items.

The final version of the questionnaire was distributed through three large databases. These three databases have been selected according to their relevancy to the tested phenomena, i.e., the Saudi-banks'-customers' database and the CSR-in-Saudi-Arabia database were selected, as they are relevant to banking and CSR context and members have dealt with local and foreign banks, respectively. The survey link was sent via emails, posted on their Facebook page and tweeted on their Twitter

account. The snowball technique was also used to ask the respondents to retweet, share, and forward the questionnaire to their e-mail lists.

A total of 418 completed responses were obtained. Data editing can be a subjective process (Zikmund, 2003). Thus, the research only removed respondents that did not match the screening filer. A duplicate question was used as a screening filter. This technique suggests that researchers duplicate one of the questionnaire's items and any respondents who answered these two identical items differently should be removed (Zikmund, 2003). The researcher chose one item from the customers' support scale (i.e., "I would pay more to buy products from a socially responsible company"). This item was asked twice, as item no. 45 and no. 49. Out of the 418 participants, 17 participants answered these items differently, so they were removed, and the researcher analysed the remaining 401 questionnaires.

Out of 401 respondents, 77.31% of them were male. According to the central banks' policy, a national ID card is required to open a bank account. National ID cards can only be issued to citizens 18 years and older. Thus, the minimum age of respondents for this study was 18 years. 27.93% of the respondents were in the age group of 18-27 years old, 38.65% were in the age group of 28-37 years old, 20.95% were in the age group of 38-47 years old and the rest were 48 years old or older. For income, 33.91% were generating SAR 10,000 or below, 39.91% were generating SAR 10,001 – 20,000, 20.20% were generating SAR 20,001 – 30,000 and the rest generating income of more than SAR 30,000. As many as 5.49% of the respondents obtained a high school diploma, 8.73% obtained a post-high school diploma, 41.90% obtained graduate degree and 43.89% obtained postgraduate degree. 9.98% of the respondents worked in the wholesale or retail sectors, 8.48% worked in the manufacturing or construction sectors, 10.72% worked in communication or

transportation sectors, 14.71% worked in banking or financial services sectors, 29.93% worked in education sectors, 10.42% worked in military sectors and 15.71% worked in other sectors.

3.3 Measures

A five-point Likert-type scale was used to measure all constructs in the questionnaire. Customers' awareness of current CSR initiatives was measured by adopting some items of Spiller's (2000) multidimensional scale. Several items from Spiller's (2000) scale are not applicable in the Saudi Arabia and banking context, e.g., environmentally friendly packaging, safe products, utilizing local suppliers, and encouraging staff ownership of shares. Thus, the researcher chose to only adopt two items from each dimension. Customers' expectations and perceptions were measured by utilizing Maignan's (2001) scale, which consists of four dimensions of CSR, i.e., economic, legal, ethical and philanthropic responsibility. Four items measured each of these dimensions. The same scale was applied for both customers' expectations and customers' perceptions. For customers' expectations, participants were asked to answer whether they thought that banks should undertake certain specified initiatives. For their perceptions, the participants were asked to answer whether they thought that banks undertake these initiatives (de los Salmones *et al*., 2005).

The perceived value of CSR was measured following Sweeney *et al.*'s (2001) four dimensions of perceived value, i.e., economic, emotional, social and functional perceived value. A set of 13 items was used to measure perceived value, i.e., three items for economic perceived value, three items for social perceived value, three items for emotional perceived value, and four items for functional perceived value. For economic perceived value, one item was removed from the original scale (i.e., is a

good product for the price), as respondents of the pilot research found it very similar to the item "offers value for money. For the social perceived value, only three items out of the four original items were adapted. One item was discarded from the scale (i.e., would give its owner social approval) because of its low reliability value. For emotional perceived value, three items were borrowed and adapted from Sweeney *et al.* (2001). Two items were discarded from the scale (i.e., make me feel good and would give me pleasure), because they sound similar to "I would enjoy dealing with socially responsible banks" when translated into Arabic, according to the comment received from the pilot research. For the functional perceived value, four items of the quality perceived value were barrowed and adapted. Two items have been removed from this scale (i.e., has poor workmanship and would not last a long time); because they are negative statements that confused the pilot-research respondents and they are product related items.

Customers' support to responsible businesses was measured by adopting Maignan's (2001) five-item scale. Customers' satisfaction was measured by adopting Perez's (2014) four-item scale. Loyalty was measured by adopting Harris *et al.*'s (2008) six-item scale. Featherman *et al.*'s (2010) Privacy Risk scale was adopted as a marker variable. A marker variable is a correlation testing technique suggested by Lindell and Whitney (2001) used to control common method variance. The marker variable is an a priori defined construct that is theoretically not related to other constructs in the study. The correlations between this construct and others in the study will be calculated. The correlations should be close to zero (Lindell and Whitney, 2001).

4. Findings

First, a normality check was conducted to see whether the data follows a normal distribution or not. The normality check was employed based on the absolute value of the skewness and kurtosis of each item in the questionnaire. The highest skewness value in this study was 1.361, while the highest kurtosis value was 1.388. According to Gaskin (2011), the skewness and kurtosis values fall within the acceptable range. Thus, it is safe to assume that the data follows a normal distribution.

Next, the validity and reliability of the items were checked through confirmatory factor analysis using smartPLS 2.0. According to Hair *et al*. (2013), in order to establish convergent validity AVE values should be more than 0.5. Table 1 shows that all constructs have AVE values higher than 0.5. According to Hair *et al.* (2013), there are two main tests to evaluate the discriminant validity: the Fornell-Larcker and the cross loading test. The Fornell-Larcker test depends on the share value between constructs. The share value between constructs is the square-root value of the later variable correlation. These values should not be higher than the AVE of a given construct. Since the shared values between each pair of constructs are less than their AVE coefficient, the Fornell-Larcker test confirms the discriminant validity. In order to assess the reliability of the constructs, Cronbach's alpha test was conducted. All the loadings of Cronbach's alpha were higher than 0.70 (Hair *et al.,* 1998). Reliability was established since all loadings were higher than 0.70.

[INSERT TABLE 1 HERE]

4.1 Common method variance (CMV)

The marker variable method (MVM) is a priori-defined construct that is theoretically not related to other constructs in the study, and is adopted to assess the

common methods bias (CMB). According to Podsakoff *et al*. (2003), CMB (i.e. "variance that is attributable to the measurement method rather than to the constructs the measures represent", p. 879) is a common issue among studies that investigate behaviours. The correlations between this construct and others in the study will be calculated, and should be close to zero (Lindell and Whitney, 2001). Its assessment has been widely adopted by academic scholars, and it is the most accurate technique to assess the CMB (Sharma et. al, 2009; Lowry and Gaskin, 2014). The current study adopted Featherman *et al.*'s (2010) four-item scale of privacy risk (i.e., If I use an e-bill payment service, I will lose control over the privacy of my payment information, my payment information would be less confidential if I were to use an e-bill payment service, using an e-bill payment service would lead to a loss of privacy for me and if I use an e-bill payment service hackers (criminals) might steal my personal information) as a marker variable.

According to Lowry and Gaskin (2014), the marker variable construct needs to be connected to all other constructs in the conceptual model. The latent variable correlation should be < 0.900 and the X2 coefficient (the square of the highest shared value) should not exceed 10% (Lowry and Gaskin, 2014). Another way to assess the marker variable is by path coefficients between the marker variable construct and other constructs in the study, which should be < 0.300. The findings of path coefficients indicate that none of the correlations is higher than < 0.300. The highest correlation between marker variable and other constructs is with loyalty (i.e. 0.2909 < 0.9000), and the X2 coefficient of 0.0846 is less than 10%. Thus, the CMB according to the CMV is insignificant.

4.2 Hypotheses testing

As many as 17.01% and 25.72% of the variance in CSR Perception and CSR

Expectation were explained by the model. The variance in perceived value, support

and loyalty were explained 9.28%, 46.05%, 51,and 40% by the model, respectively.

H1, which states that CSR awareness positively influences CSR, is supported (0.412,

$p < 0.001$). Creating stronger CSR awareness will create higher CSR perception.

However, H2 is not supported (0.009, $p > 0.05$). This suggests CSR awareness does

not directly influence customers' support. Moreover, the above also results support

H3 (0.507, $p < 0.001$), which states that CSR perception positively influences CSR

expectation. However, the results do not support H4 (0.067, $p > 0.05$) and H5 (-0.064,

$p > 0.05$). It seems that higher CSR perception does not directly lead to higher

perceived value and loyalty. The hypotheses that state CSR expectation positively

influences perceived value (H6, 0.265, $p < 0.001$) and customers' support (H7, 0.482,

$p < 0.001$) are supported. Nevertheless, the hypothesis (H8, 0.043, $p > 0.05$) that

states that CSR expectation positively influences loyalty is not supported. In addition,

the results offer support to H9 (0.352, $p < 0.001$), H10 (0.474, $p < 0.001$) and H11

(0.348, $p < 0.001$). The next section discusses the above results in more detail.

[INSERT TABLE 2 HERE]

5. Discussion

Customer awareness of the current CSR initiatives to different stakeholder

groups in different context significantly influences their perceptions of what social

initiatives are actually undertaken by banks for their economic, legal, ethical, and

philanthropic responsibility. The current study's finding supports firstly, the proposed

hypothesis (H_1) that customer awareness of CSR initiatives positively influences the perception of CSR in the context of Saudi consumers. Previous studies have not investigated this relationship empirically despite it has been theoretically discussed (e.g., Pomering *et al*., 2009; Dolnicar *et al.,* 2007; Sen *et al.,* 2001; and Mohr *et al.,* 2001). Therefore, banks could improve their customer perception of their social initiatives and they need to invest more to educate and promote their CSR activities. More importantly, by educating and promoting the Islamic finance's pillars, which are embedded under corporate social responsibility concept (Muhamad *et al.,* 2012), customers will realise how a bank fulfils its obligation to its customers, community and stakeholders (e.g. interest free under the *shariah* concept). Also, from a consumer's perspective, while these customers perform what is expected of them as part of their religious obligation, they can also enjoy the service by their banks which are committed to CSR values, which explains why CSR initiatives could positively influences the perception of CSR in the context of Saudi consumers (Muhamad and Syed Alwi, 2015). Hence, education should not only about what Islamic banking and the benefit associated if taking up this services, rather messages could be designed to include how the CSR values associated with it (Muhamad and Syed Alwi, 2015). Similarly, a number of scholars have called to investigate the awareness level of CSR prior to assessing the current level of stakeholder perceptions (e.g., Berens *et al.,* 2005; and Dolnicar *et al.,* 2007). This new insight suggests that bank managers can improve how they are socially perceived by increasing the social communication to build customers' awareness through their product and services offered by the bank.

Similarly, customer views of what banks actually do in respect to social initiatives are significantly related to their level of CSR expectations. This finding supports the proposed hypothesis (H_5) that customer perceptions of CSR are

positively related to CSR expectations. This indicates that the customers will always expect more from banks compared to what they actually do. This does not suggest that banks should consider managing their CSR expectations by lowering customer perception levels, even though both customer perceptions and expectations of CSR were found insignificantly related to loyalty (i.e., H_6 and $H_{10)}$. Finally, while CSR perception was found to be uncorrelated with perceived value (H_7), the CSR expectations on the hand were found to be significantly correlated with the perceived value (H_9). This indicates that perceived value is gained from what customers expect firms should do rather that what customers think firms are actually doing. This is presumably due to the lack of awareness of the social initiatives of banks, which limits customers' ability to gain value while dealing with their banks.

Because Islamic finance is still new area (Melewar and Syed Alwi, 2017), its definition and understanding is still very much at an early stage and consumers often do not have sufficient understanding of how CSR is related to the concept nor to their obligation as part of their religious belief is Islam (Muhamad and Syed Alwi, 2015). Hence, a consumer will buy a service bank because of other factors that may not necessarily relate to CSR (e.g. economic value, Muhamad *et al.,* 2012). This possibly explains why our hypothesis is not significant. Muhamad *et al.* (2012) found consumers within Islamic countries (regardless target groups) are still expecting a good interest rates and service quality (example of economic value they gained from a bank), rather than CSR activities that related to financing method they have opted. Nevertheless, both (Muhammad *et al.,* 2012; Muhammad and Alwi, 2015) argued that Islamic financial services is positioned as shariah compliant, ethical and socially responsible, but at the same time, perceived value (economic benefits) is still vital depending on the targeted segment.

Therefore, customers gain value based on the expectations they have from banks rather than what the banks are currently doing. This finding (i.e., CSR perception is not directly related to customers' loyalty) contradicts the majority of previous studies that indicate that the perception of CSR influences consumer behaviour (e.g., Sen *et al*., 2001; Martínez *et al.,* 2013; and Mandhachitara *et al.,* 2011). As mentioned, this might be due to the participants' lack of awareness of bank initiatives and the relative newness of the concept – CSR within the Islamic banking in Saudi Arabia. Customers showed an overall all agreement for supporting responsible businesses; however, this support is not influenced by their awareness level. This is presumably due to the gap between what is communicated and what is expected. Finally, the decision of the relationship between CSR and consumer loyalty is consistent with Garcia de los Salmones *et al*.'s (2005) finding that CSR is not related directly to customer loyalty; however, there is an indirect influence of CSR on loyalty via an evaluation of services.

5.1 What is the perceived value of CSR and how it works?

The findings contradict the general conclusion made by Green *et al.* (2011) and Peloza *et al*. (2011), that customers gain value when dealing with socially responsible organizations in Western culture however in support of Muhammad et al (2012) and Muhamad and Syed Alwi (2015)'s findings that consumers might perceive value that associated with Islamic banks not necessarily from the CSR that derived from its main concept (shariah compliance) due to lack of awareness, however more towards the rational attributes such as interest-free and quality of customer service. Although Garcia de los Salmones *et al.* (2005) examined the perceived value of the price and the functional perceived value as parts of overall valuation of service, the study did

not show a separate analysis for each of these dimensions. In more detail, customers indicated divergent levels of perceived value when dealing with socially responsible banks.

According to Sweeney *et al*. (2001), the global construct of perceived value can be captured in four main domains: quality (also referred to as functional value), price (also referred to as economic value), emotional, and social. However, the EFA reported high covariance between emotional and social dimensions of CSR, which suggest that the perceived value of CSR should be captured by three dimensions only; i.e., economic, functional, and social-emotional. Although the emotional dimension of perceived value was the greatest among other dimensions, its CFA showed high interactions among emotional perceived value indicators, customer satisfaction indicators, and customer loyalty indicators. Thus, the emotional perceived value dimension was dropped. The empirical findings showed that customers are generally neutral about the CSR perceived value apart from the emotional perceived value, which is an original contribution of this study. Although a number of studies have assumed that customers gain value while dealing with socially responsible organizations (e.g., Luo *et al*., 2006), this study attributes the lack of perceived value to the lack of trust and awareness.

This section concerns how CSR can be better embedded in the Saudi banking industry. The insights for CSR managers were achieved via the quantitative study; the insights for policymakers were mainly achieved via the qualitative study. Not only organizations should contribute to society, nor are they expected to walk alone in their CSR activities path. Individuals and the public sector are also expected to engage in social development; however, their contribution is different. For example, customers can play a major role by supporting or boycotting organizations based on their ethical

behaviours (Sen *et al*., 2001 and Mohr *et al.,* 2001). The question is how to encourage customer support of social activities? But before that, what is meant by customer support? According to Bhattacharya *et al*. (2004), customer support is explained by sacrifices to favour responsible business behaviours; e.g., a commitment to purchase from this brand, making this brand a first choice of purchase, becoming loyal to this brand, resilience to negative information about the brand, giving positive word of mouth about the brand, and willingness to pay a price premium.

The current study found that customer perception did not directly influence loyalty, which is consistent with de los Salmones *et al.* (2005) and the reason for lack of CSR influence on loyalty can be attributed to distrust and/or lack of awareness. According to de los Salmones *et al.* (2005), a customer's trust is related to their previous experience of corporate behaviours and their awareness of current CSR initiatives. Although CSR activities generate customer trust towards a brand, trust of CSR activities is required to gain positive consumer behaviour (Vlachos *et al*., 2009). This suggests investigating customer trust towards social campaigns to explain the contradictory findings of the influence of CSR on loyalty. However, because the newness of the concept, trust will take time as consumers are yet to experience the implementation of the system/whether it actually works for them.

The findings also highlighted the importance of promoting CSR activities in order to gain positive perception of corporate behaviour (for example the CSR principles and practices and within the Islamic banking in Saudi). This finding is consistent with Bhattacharya *et al.* (2006), that the influence of CSR on consumer behaviour is contingent on CSR awareness. More importantly, promoting CSR activities should focus on highlighting the congruency between customer emotional perceived value and the bank's social campaign objectives, as this was the only value

perceived by customers. Therefore, CSR managers in Saudi Arabian banks need to ensure they promote their CSR activities in a way that raises awareness, creates trust, and offers emotional perceived value in order to encourage customers to support their CSR activities.

For policymakers, the CSR environment in Saudi Arabia is still not mature and much is still expected from the public sector. The expectations from the public sector include: a lack of coordination, lack of information, lack of regulation, and a lack of incentive and rewards to social active firms. Appropriate platforms must be in place to increase a bank's engagement in social activities. In reality, customers blame banks for not conducting genuine CSR activities that have positive impact on social wellbeing. Conversely, banks blame customers for not being aware and supportive of their activities. This raises the importance of policymakers' roles in the public sector to adopt actions that reinstate the trust between banks and customers. Trust was found to influence and mediate the relationship between CSR perception and loyalty (Martínez *et al*., 2013). Reporting corporate initiatives by a credible official party is expected to solve this issue (Hassel, 2009). Regulating CSR reporting is expected to increase society awareness and will respond to the limitations of social business in Saudi Arabia. For example, identifying the areas where corporate contributions are appreciated, assessing these areas before and after contributions, and reporting the improvement level of the identified cases. These processes help measure the actual impact of CSR activities and their genuineness level. In particular, when deciding for Islamic banking products and services, the Saudi consumers may fall either within religious conviction group only or religious conviction and economic rationality group and lack of ethical observance due to low awareness on the CSR dimensions embedded within the banking product and services (Muhamad *et al.,* 2012). Amin *et*

al. (2011) suggest that banks need to do more in improving consumer attitudes towards their Islamic banking principles, and promotion of equity and justice in the practice of Islamic financing transaction is vital through "fair bank consumer treatment policy" and "fair pricing policy" (p. 38). Thus, understanding the cultural factors in the retail banking consumers' perspective in Saudi is important from the marketer's point of view. Additionally, Ralston *et al.* (1997) point out that religion, education, norms, customs and history are essential components of the culture of a society.

6. Conclusion

This model adds an original contribution to the CSR body of knowledge, especially for developing countries where the awareness level is low. Previous models in the literature either neglected or implicitly assumed that customers are aware of CSR.

This framework has advanced the body of knowledge in number of ways: first, framework indicates structural levels and relationships between the CSR domains; second, it identifies the key themes to analyse CSR; third, it reports the complexity of CSR; fourth, it provides blue print to understand how perception emerge and the implications on it; fifth, and it draws the findings together in a holistic view. In more details, it identifies three main categories to better evaluate CSR. The first category concerns about how CSR is perceived and were this perception forms from. The second category concerns about the structural levels of CSR which helps to measure it. The third category concerns about the implication and embeddedness of CSR.

This study extended our understanding of CSR perception into a new context and new industry. The lack of studies of CSR perception in developing countries and in the service industry motivates the researcher to fill the contextual gap in this area to

provide an incremental and practical contribution to the literature (Square 3). Saudi

Arabia and its banking industry provide a new structural understanding of the CSR

construct as a two-dimensional construct with economic (e.g. good pricing/interest

rates) and non-economic dimensions (through CSR). This indicates that the traditional

Carroll (1979) pyramid does not work in Saudi Arabia due to the way corporate duties

are perceived. The Islamic view of responsibilities differentiates between the role of

business towards its inner circle (shareholders and employees) and its outer circle

(other stakeholder groups). Legal, ethical, and philanthropic responsibilities are

perceived as one responsibility for corporate; therefore, CSR managers should tackle

them as one issue that cannot be broken down into issues. Failing to satisfy one of

them will consequently impact non-economic corporate responsibility.

This study also provides a deep understanding of the influence of CSR into

consumer behaviour as it investigates the influence of the full construct of CSR into

customer loyalty. Only a limited number of studies have examined it this way.

Previous studies tended to examine the influence of one aspects of CSR into

consumer behaviour. The findings show that customer views of what banks actually

do in respect to social activities do not directly influence customer loyalty. The

relationship between these two aspects is contradictory in previous studies. For

example, Maignan *et al*. (2001) proposed a positive relationship between CSR and

loyalty, whereas Mandhachitara *et al.* (2011) confirmed a positive influence of CSR

on attitudinal loyalty but not on behavioural loyalty. Conversely, de los Salmones *et

al.* (2005) did not observe any significant evidence to support this relationship

directly. They studied the influence of CSR perception on customer loyalty and

reported no significant influence of CSR perception on consumer behaviour.

However, Salmones *et al*.'s (2005) study was limited as it dropped the economic

dimension of CSR and fused the legal and ethical dimensions together. The current study examined the influence of the full latent variable of CSR perception into customer loyalty and found that there is no significant relationship between CSR perception and customer loyalty. Therefore, including the economic dimension on the CSR construct does not help improve this relationship. This finding provides incremental scientific contribution.

Another contribution of this study is that it investigated the relationship between the perception and the expectation of CSR. This relationship has been neglected in previous studies, where either CSR perceptions or CSR expectations have been examined separately. Including CSR perceptions and CSR expectations in the same study provides an insight to better understanding customer social expectations and identifying which one of them works as a better predictor for loyalty and perceived value. The findings of this study showed that CSR perception is a significant antecedent of CSR expectations. It also showed that the adjusted weighted average of CSR perception is the lowest among France, Germany, the US, Shanghai, and Hong Kong. More importantly, it showed that customer CSR expectations of banks exceed their perceptions in every dimension of CSR. The current study found that neither CSR perceptions nor CSR expectations directly influence customer loyalty; however, customer expectations indirectly influence loyalty via perceived value. Another interesting finding about CSR awareness is the influence of the measurement approach on the participants' answers; i.e., previous studies that measured CSR awareness by asking the direct question of "Are you aware of CSR?" or "To what extent are you aware of CSR?" tend to report high CSR awareness of customers, while measuring CSR awareness by asking about specific CSR initiatives, which tends to report a low awareness level. This study measured CSR awareness by

asking participants about specific CSR initiatives to find out, in detail, which initiatives they are more aware of compared to others. This is attributed to the fact that direct questions are general and customers find it embarrassing to report their lack of awareness. This revelatory contribution provides practical and scientifically useful information, as it helps to better understand customer loyalty towards socially responsible organizations and indicates the importance of managing CSR expectations to CSR managers.

Customer awareness of CSR was one of the identified gaps in the literature. The majority of previous studies implicitly assumed that customers were aware of CSR. The current study looked into customer awareness of CSR and customer support level to examine the influence of CSR awareness on customer support. The first finding was that the awareness level of CSR does not influence customer support of socially responsible organizations. The second finding confirmed CSR managers' claims that customers are not aware of CSR, as the weight average for awareness level reported a disagreement of awareness. The third finding showed customer willingness to support socially responsible organizations is high, which contradicts the findings of the qualitative data. Customer awareness is a critical construct, as it is the antecedent of CSR perception. This incremental contribution provides practically and scientifically useful information as they clarify the role of CSR awareness into consumer behaviours and highlights the importance of promoting CSR activities for CSR managers. As highlighted earlier, because the notion of Islamic finance and banking is still new to most Muslim consumers, the low level of awareness of how CSR is practiced is common (Muhamad and Syed Alwi, 2015). Hence, they may not able to relate CSR activities by the bank within the Saudi context. Interestingly, certain groups of Muslim consumers use the service anyway because they find it to

fulfil their religious belief (as explain in Muhamad *et al.,* 2012) and not because of their CSR/ethical belief. This is why banks need to do more to educate and promote to their customers. It is worth noting that CSR is embedded within the principles Islamic finance and often consumers are unaware of such knowledge (Muhamad *et al.,* 2012).

Another important contribution of this study is the perceived value of CSR and its role in customer loyalty. The perceived value of CSR has been neglected in previous studies and a number of them theoretically assumed that CSR creates value for consumers. The current study has empirically examined the perceived value of CSR and found that customers only gain emotional value from dealing with socially responsible organizations. This finding contradicts the propositions that create economic, social, and functional values for customers. These revelatory scientific findings are expected to shed light on new areas of investigation (i.e., perceived value of CSR) to better understand the influence of CSR on consumer behaviour.

6.1 Managerial contributions

This study contributes to policymakers and CSR managers in a number of ways. For policymakers, it explored how CSR is perceived by one of the most critical industries in the economy. Understanding the banks CSR perception will help policymakers ensure they communicate CSR with a consistent understanding of local banks. Moreover, it identified the motives and challenges for banks to become more socially engaged. Knowing these factors is critical to improve the current environment of social work. It also reported banks expectations from the public sector (i.e., the coordination of social work, providing information about the social needs, regulations to control and ensure sustainability of social work, and providing incentives and rewards for organizations to get involved in social work). This helped provide a

practical, incremental understanding to the CSR perception, motives, challenges, and the role of the public sector.

This study also contributes to the industry by providing the CSR managers' insights about their customers' expectations of CSR, current awareness level, and their willingness to support social initiatives. It also explains consumer loyalty towards socially responsible organizations and sheds light on the importance of perceived value on influencing customer loyalty. These findings recommend that CSR managers review the CSR value proposition to achieve better result from CSR activities. This insight provides a practical incremental contribution for this study.

6.2 Limitations and further research

The complexity of the CSR concept within the Islamic banking influenced the findings of this research. Different context/individuals hold different understandings of socially responsible banks; therefore, their willingness to support and become loyal is subject to their understanding of socially responsible banking within their context (in this case- Islamic banking). The fact that CSR is a contested subject allows organizations to become more creative and innovative in designing their social initiatives; however, this makes it difficult to define CSR and evaluate social performance. If bank is able to deliver and educate the consumers better within this context, future study could hence focus on the impact of CSR relationship within Islamic banking and customer loyalty. Given the limitation (the newness of the concept), current study could not find any direct link between the two for the reason mentioned and discussed above. The scope of this research was to investigate the complete construct of CSR to fully understand a socially responsible bank. Therefore, this limitation still existed.

With regards to data collection, despite a dramatic increase in Internet usage in Saudi Arabia and the fact that online surveys help access different geographic locations in Saudi Arabia and collect as many responses as possible from female members, online surveys limit the responses to those customers with Internet access. It is recommended for further studies to conduct a traditional paper-based questionnaire to capture the non-Internet user segment, as they represent 35% of the population (CITC, 2014).

Furthermore, although responsible behaviours of individuals are embedded in the Saudi culture and driven by Islamic values, the CSR term and concept are relatively new in Saudi Arabia. Customers are still not clear of what to expect socially from organizations due to lack of knowledge (Muhamad et al., 2012). The dominance of Islamic values shifts CSR understanding slightly toward donation and charity. Moreover, the distinctive characteristics of Saudi culture limit the ability to generalize the findings of this study. With the increased effort by the bank's promotional activities as well as attention given to CSR in the media and social platforms, it is expected that Saudi CSR perception might change. It would be interesting to duplicate this study in 10 years' time to find out how the understanding of CSR has changed.

The narrow number of local banks operating in Saudi Arabia, in one way or another limited the investigation of CSR perception from the provider prospective. Although the saturation point of data was achieved, the narrow number of local banks in the industry and the fact that 11 out of 12 banks have their CSR manager located in Riyadh (the capital of Saudi Arabia) may be responsible for similar codes and understanding extracted from the interviews. It might be helpful to embrace banks operating in GCC countries, as they share a similar culture and Islamic values of Saudi Arabia. Finally, we also acknowledge that the lack of women respondents is

one of our limitations due to the study context. Thus, future studies could replicate

this to a bigger sampling size, which includes more women in line with the recent

announcements by the Saudi government about their open policy for women at work.

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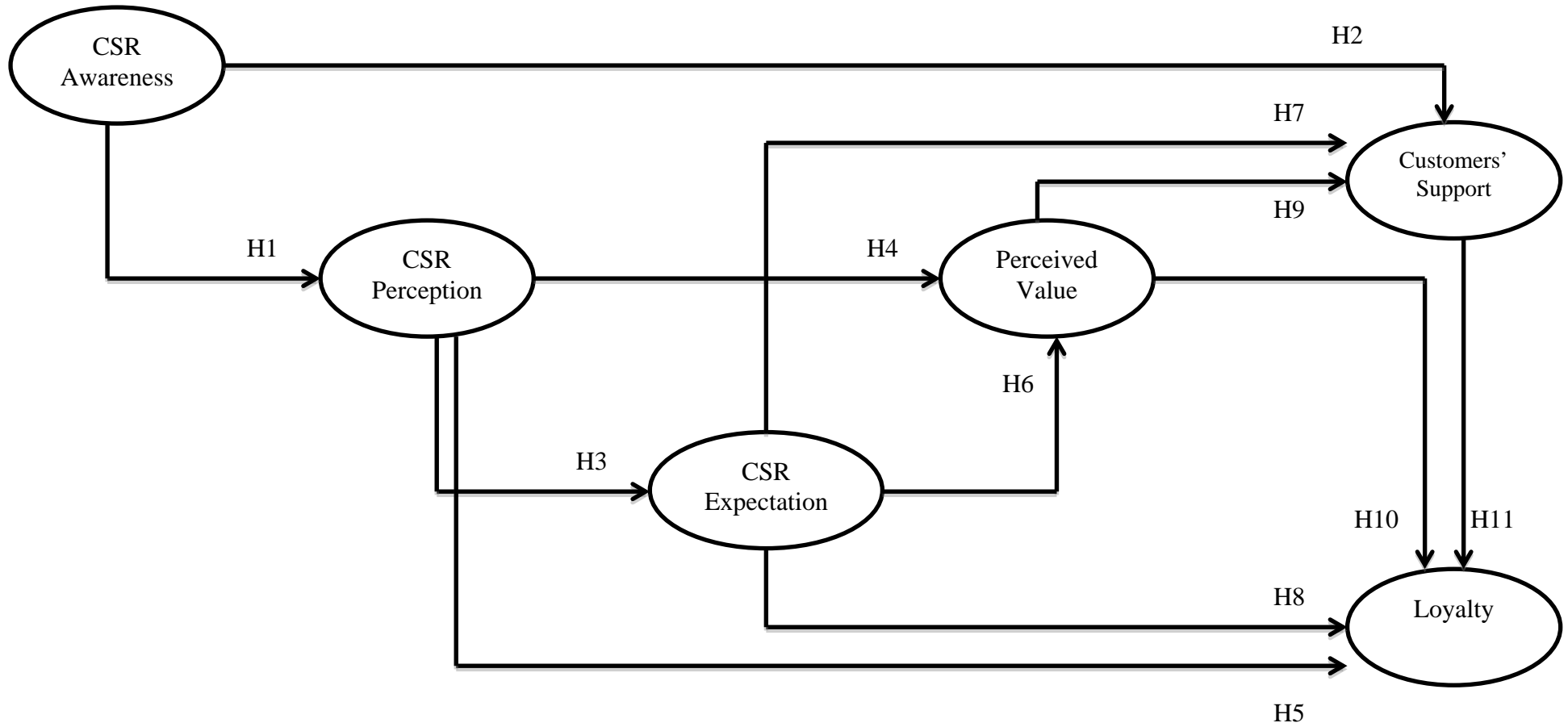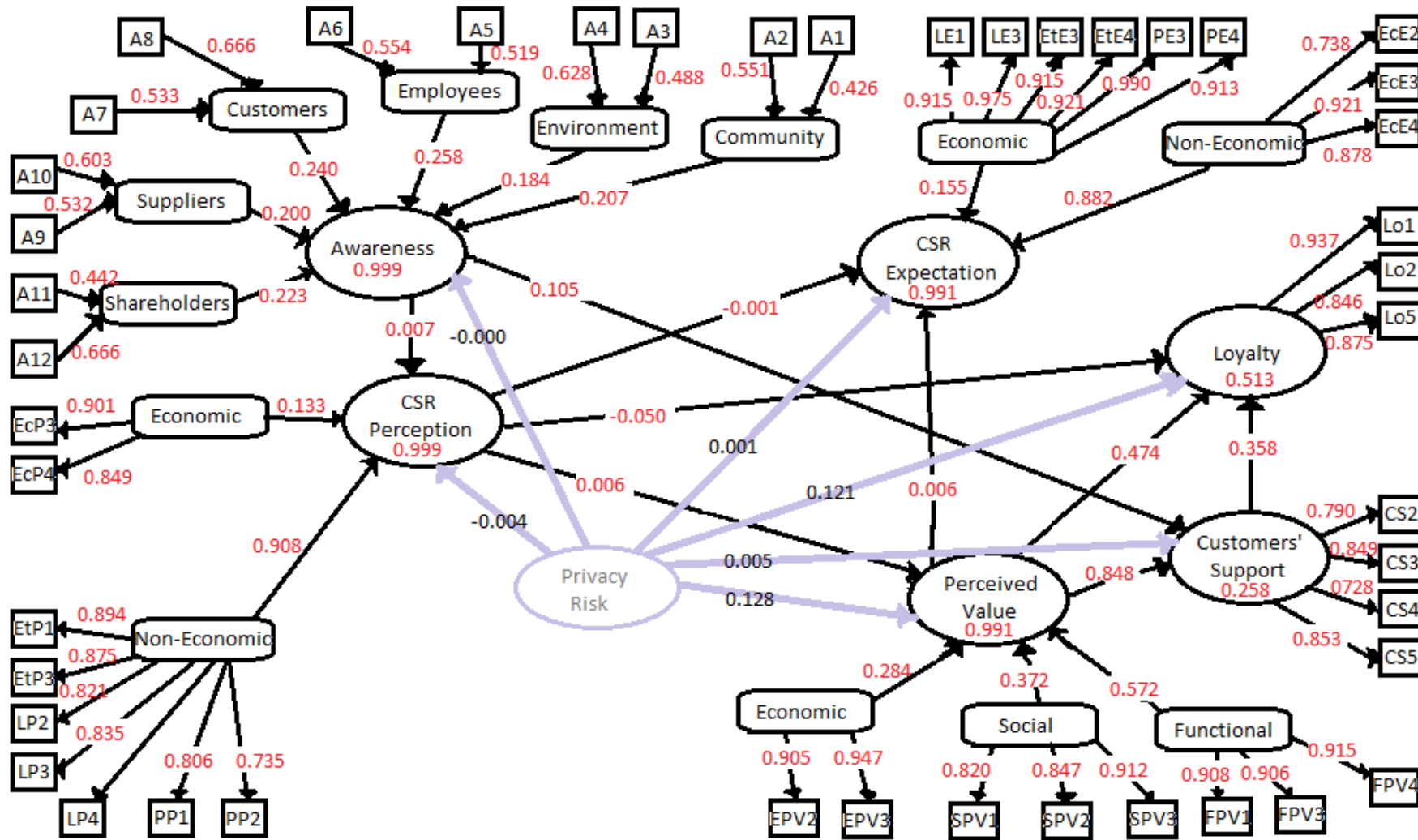
Figure 1. Research Model

Figure 2. PLS Model

Table 1. Average Variance Extracted and Squared Inter-Construct Correlations

	Economic Expectation	Economic Perceived Value	Economic Perception	Emotional Perceived Value	Ethical Expectation	Ethical Perception	Functional Perceived Value	Legal Expectation	Legal Perception	Loyalty	Philanthropic Expectation	Philanthropic Perception	Social Perceived Value	Support
Economic Expectation	0.6430													
Economic Perceived Value	0.0529	0.8459												
Economic Perception	0.3786	0.0623	0.5631											
Emotional Perceived Value	0.1488	0.1462	0.0785	0.8431										
Ethical Expectation	0.4002	0.0409	0.1538	0.1627	0.9167									
Ethical Perception	0.0824	0.0433	0.2094	0.0289	0.2112	0.8571								
Functional Perceived Value	0.0686	0.1224	0.0414	0.4453	0.0540	0.0135	0.8226							
Legal Expectation	0.4390	0.0292	0.1862	0.1636	0.8789	0.1984	0.0624	0.8929						
Legal Perception	0.1278	0.0382	0.2772	0.0499	0.2465	0.7211	0.0264	0.2670	0.7786					
Loyalty	0.0895	0.0946	0.0677	0.5784	0.0994	0.0215	0.4374	0.0897	0.0280	0.7621				
Philanthropic Expectation	0.3481	0.0190	0.1276	0.1633	0.7683	0.1340	0.0588	0.7381	0.1593	0.0973	0.9094			
Philanthropic Perception	0.0780	0.0110	0.1424	0.0140	0.1677	0.6136	0.0029	0.1269	0.4547	0.0062	0.1888	0.8508		
Social Perceived Value	0.1104	0.2276	0.0740	0.4002	0.0388	0.0192	0.3105	0.0467	0.0284	0.2712	0.0556	0.0072	0.7406	
Support	0.3178	0.0651	0.2165	0.3622	0.2728	0.0978	0.2255	0.3012	0.1591	0.3623	0.2848	0.0563	0.2129	0.5982

Table 2. Summary of Path Coefficients, T-test Values and Decision Made

	Relationship	Path Coefficient	T-test Value	
H_1	CSR Awareness -> CSR Perception	0.412	9.6387	Supported *
H_2	CSR Awareness -> Customers' Support	0.009	0.2396	Not Supported
H_3	CSR Perception -> CSR Expectation	0.507	13.5125	Supported *
H_4	CSR Perception -> Perceived Value	0.067	1.1551	Not Supported
H_5	CSR Perception -> Loyalty	-0.064	1.5952	Not Supported
H_6	CSR Expectation -> Perceived Value	0.265	4.2931	Supported *
H_7	CSR Expectation -> Customers' Support	0.482	9.6462	Supported *
H_8	CSR Expectation -> Loyalty	0.043	0.7984	Not Supported
H_9	Perceive Valued -> Customers' Support	0.352	6.8406	Supported *
H_{10}	Perceive Valued -> Loyalty	0.474	10.0132	Supported *
H_{11}	Customers' Support -> Loyalty	0.348	5.1529	Supported *
	* All supported relationships were found significant at significance level $p < 0.001$			